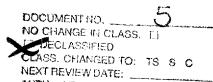


9 Polynary 1955

HE GLAFIN	FCER	THE.	DIRECTOR	O.	CEMMAL.	INTELLIGE NO.		
	25X1	A5	a1		A		o bre	Opentation
					Vermentar	0.00	uj ma	WINDLE WATER

- 1. All apologies for being so late in responding to your request for a comment on letter to you of 23 Cotober 1954.
- 2. All of us have been well same of Jos's first point—too much Board time spent in meetings—not enough spent on reading and reflexion.
- 3. At present we are working on a two panel system-no more than four Board members see a paper all the way through the coordination process. This has added considerably to unconsisted Board time and is paying off well.
- 4. Regarding paragraph 2. I agree the Board might save Board time by making written comments to the draft. On the other hand Joe well knows that unless the writer of the comment is able to explain and defend his suggestion orally, other Board members may disallow it. Thus it is possible, may probable, that Joe's suggestion would result in greater rather than less cutlay of Board time. As applied to comments to be written by the IAC agencies, we have discouraged certain aspects of this and encouraged others. Maely we have discouraged written comments which were not actual smended text on the ground that anything written down may by the mere fact of reduction and clearance have taken on the rigidness of an official position. Unnecessary fights and bitter ones over inconsequentials may thus generate. We have, however, continuously urged agency representatives to once to our meetings with amended text and enough conies for everyone. We tat about 350 to 400 in Cais respect.
- 5. Regarding paragraph 3. I agree that conclusions are the crux of NIE's and should be improved. But Joe's suggestion that "it might be ruled that conclusions alone are binding as agreed intelligence" is not sound. It seems to me highly likely that a reader displeased with a given conclusion could seriously challenge



its validity if he could establish any doubt as to the degree of support this conclusion received in the corpus of the paper. It seems likely that if conclusions and text did not scrupulously conform the displessed reader could easily and persussively challenge their validity by quick and demning reference to the text itself.

- 6. Regarding paragraph 4. I agree that our worst fault is the compromise formulation which is ambiguous or meaningless or both. Some of these ecour in moments of fatigue; others occur because they are simply unavoidable. Joe, as you, is well aware that IAC agencies profer to avoid a footnote of dissent. The why is relatively unimportant; the fact is that upon occasions an agency simply cannot be driven to take a footnote without having all other agencies associate themselves with it. This leaves you, the DCI, farther out on a limb than the Board likes to put yes—particularly if the footnote is so constructed as to make the man who will not accept it seem slightly trucked. The Agencies have developed the formulation of such notes of disport to a very fine art and very interesting tool of blackmail. Your Board is much concerned but acceptables helpless in the presence of this dilemma.
- 7. Regarding paragraph 5. On perhaps as rany as four different occasions in four years we have undo arrangements to keep the reading room open till 5:30 or 6:00 p.m. Each time we have abandoned the service because virtually no one availed himself of it.
- 8. My replies above may seem to indicate that I think things in O/NE are perfect. I do own that they are good but not perfect. Rather it is that I do not happen to go all the way with all of Joe's comments.

SHERMAN KENT Assistant Director Maticual Estimates

O/NE:Kent:eh
Distribution:
Original & 3 - DCI
2 - AD/NE